

**MEMORANDUM**

To: Board of Regents

From: Board Office

Subject: University of Iowa Personnel Register

Date: January 7, 2002

**Recommended Actions:**

1. Ratify the Registers of Personnel Changes for October and November 2001.
2. Receive a report on the status of the UIHC and the College of Medicine searches and various interim appointments.
3. Authorize the University to continue its search processes.
4. Ratify organizational structure for the Vice President for Statewide Health Services and fold University of Iowa Health Care responsibilities into this office.

**Executive  
Summary**

- At the January meeting, President Coleman will review the status of the searches for the Director and CEO of the UIHC and Dean of the College of Medicine (COM). The searches began in December.
- David Johnsen, Dean of the College of Dentistry, chairs the UIHC search committee. Regent Turner is participating in this search committee.
  - The search committee is assisted by the executive search firm of Witt/Kieffer Ford, Hadelman, Lloyd.
- Dr. Frank Abboud chairs the COM search committee.
- The proposed organizational structure of the Office of Statewide Health Services is included as Attachment A.
- Job descriptions for the Vice President of Statewide Health Services and for the Director and CEO of the UIHC are included as Attachments B and C.
- In November, the Board approved the following appointments:
  - Ann Madden Rice as Interim Director and CEO of the UIHC effective December 20, 2001.
  - Dennis Domsic as Associate Vice President for Statewide Health Services effective December 20, 2001.
- The Board is asked to approve the following appointments:
  - Peter Densen, M.D. as interim head of the Department of Internal Medicine effective January 1, 2002.
  - Dr. Allyn Mark as Interim Executive Dean of the COM effective December 17, 2001.
  - Dr. Frank Abboud as Interim Associate Vice President for Statewide Health Services effective January 1, 2002.

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**Approval  
Requested**

Approval is recommended.

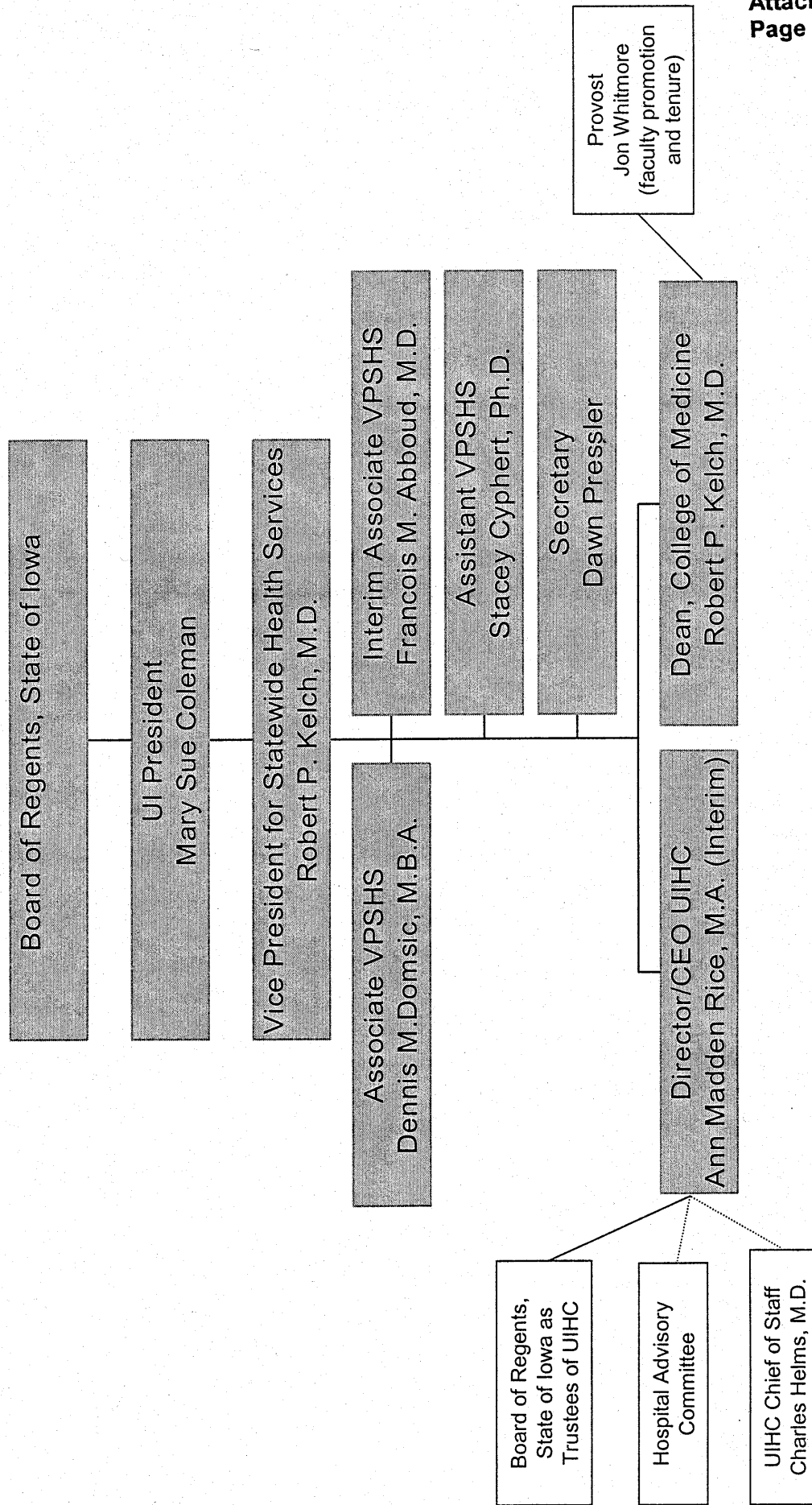
Marcia Brunson  
Marcia R. Brunson

Approved:

Robert J. Barak  
Robert J. Barak

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# Office of the Vice President for Statewide Health Services (VPSHS)



**THE UNIVERSITY OF IOWA**  
**VICE PRESIDENT FOR STATEWIDE HEALTH SERVICES**

The Vice President for Statewide Health Services (VPSHS) reports to the President of the University of Iowa. The VPSHS is a part of the vice presidential group and functions with other vice presidents in a general advisory role to the president in support of the entire University. The VPSHS is expected to assist the University in meeting its overall strategic objectives and working through the President meeting the expectations of the Board of Regents, State of Iowa acting as Trustees of the UIHC for the State of Iowa.

The VPSHS is responsible to the President of the University for oversight of the UIHC and the COM. The respective heads of those organizations are responsible to the VPSHS. The responsibilities of the VPSHS include coordination of strategic planning, capital planning and policy development for both the UIHC and the COM. It also includes the coordination of integrated services and fostering cooperation between the UIHC and the College of Medicine. The VPSHS will serve as an ex officio member of the Hospital Advisory Committee and the Faculty Practice Plan

The VPSHS will be responsible for the development of specific strategies for successfully managing major constituencies and variables in each of the following sectors to achieve desired University outcomes. These initiatives are summarized below:

- Collaborate with UI, State and national leaders in formulating reform programs for the future of Iowa's and the nation's health systems.
- Provide leadership in formulating proposals for the development of UI programs for directly delivering health services to faculty, staff, dependents and students.
- Co-chair, with the Provost, the Health Sciences Policy Council (with membership including the Associate Provost for Health Sciences, Deans of Medicine, Pharmacy, Dentistry, Nursing, Public Health, CEO UIHC, Head of Hygienic Laboratory), a group charged with developing new initiatives and responses to health delivery and health education issues. Through this Council, lead and coordinate facilities development planning for the health sciences colleges.
- Collaborate with the deans of the health sciences colleges, University faculty and staff and other national leaders to promote and advance the UI Public Health Initiative and a revitalized initiative in health services research at the UI.
- Advise the President and the UI Foundation on fund-raising strategies, coordination and processes that would benefit health care at the University of Iowa and related health science fields and coordinate with the respective deans fund-raising for the five health sciences colleges.
- Formulate recommended responses to other select problems or opportunities of import to the UI health sciences and the UIHC.
- The VPSHS will maintain close relationships with university, governmental, corporate, public service, and professional society officials to help achieve desired University outcomes in the VPSHS is undertaking for the President of the University.
- The VPSHS works in collaboration with the Provost of the University of Iowa and the Dean, College of Medicine, to ensure that faculty appointments and promotions in the College are consistent with University policy. The VPSHS will work in concert with the dean of the COM and the CEO of the UIHC to determine appropriate financial considerations for faculty appointments in both units.

12/16/01

### Position Description

#### The University of Iowa University of Iowa Hospitals and Clinics

**Position:** Director and Chief Executive Officer

**Duties:** The Director and CEO is responsible for the overall leadership, planning and management of the UIHC as follows:

**LEAD** - Develop collaboratively with other Health Sciences colleges and University leaders a shared vision for the role of the UIHC in the future; especially in preserving, managing and expanding a broadened base of patient referrals and strategically linking UIHC to an integrated delivery system(s) of care for the region.

**PLAN** - Construct strategic plans for the UIHC and provide for the Board of Regents, State of Iowa long - and short - range objectives within the framework of a collaboration among the Vice President for Statewide Health Services, the Deans of the five health sciences colleges and the clinical staff of the UIHC in overall health care planning.

**MANAGE** - Manage the operation, programming, maintenance and administration of the UIHC. Implement measures to assure the continuous improvement of the high quality, cost effective patient and care-giver friendly service.

- Establish appropriate hospital departments; develop and maintain employee relations policies and procedures, including a commitment to a diverse workforce;
  - Ensure the financial integrity and optimal utilization of the resources of UIHC through proper management and controls, including the preparation and submission of an annual operating budget after consultation with the Hospital Advisory Committee;
  - Recruit and retain the highest quality personnel;
  - Operate the UIHC in accord with the By-Laws approved by its Board of Trustees;
- The Director and CEO is expected to work closely with the University administration and in collaboration with others build successful programs that will meet the strategic objectives of the University of Iowa.

#### Working

#### Relationships:

The Director and Chief Executive Officer (CEO) of the UIHC reports to the University Vice President for Statewide Health Services who reports to the President of the University.

The Director and CEO also reports to the Board of Regents, State of Iowa, acting as the UIHC Board of Trustees, through the Vice President for Statewide Health Services who reports to the President of the University.

The Director and CEO has close working relationships with deans of the five

health sciences colleges and the clinical staff of the UIHC.

The Director and CEO plays a key liaison role with University central administration, the Executive Director of the Board of Regents, State of Iowa, the statewide health care community, and the public at large.

The Director and CEO serves as chair of the Hospital Advisory Committee. Established by the Board of Regents, State of Iowa, this committee serves as the internal governing body of the UIHC. The UIHC Director and CEO and clinical staff express their joint policy-making efforts on behalf of the UIHC through this Hospital Advisory Committee.

Through the senior management team of the UIHC, the Director and CEO provides the leadership and direction that attracts, deploys, trains, develops, motivates and retains the workforce for UIHC.

**Performance  
Expectations:**

Ensure the UIHC's continued fiscal integrity and stability through proper management and controls.

Strengthen existing and build new relationships internally with health sciences colleges and the University.

Strengthen existing and build new relationships externally with other health care providers, payors and other elements of health care, so the UIHC is increasingly preferred as a partner.

Streamline operations and reduce costs to position the UIHC as fully competitive in the overall health care marketplace, consistent with quality care.

Invest physicians, allied health care professionals and all other support staff in the continuing success of UIHC.

Ensure excellence continues to be the objective of every aspect of the UIHC's vision, planning, operations, human resources, and relationships with others/other institutions, as measured against national and, where applicable, international standards.

Improve upon current practices so UIHC becomes broadly known as both patient and care-giver friendly. This requires even more service orientation, flexibility and focus upon relationships.

Seek creative, collaborative approaches to enhance the UIHC's role in education and clinical research.

Complete the capital replacement program.

**QUALIFICATIONS:**

**EDUCATION:**

Relevant advanced degree, e.g. MHA or equivalent

**PREFERRED  
EXPERIENCE:**

Substantial and progressive experience in the leadership of major teaching hospitals.

**OTHER  
CHARACTERISTICS:**

Experience will be distinguished by certain characteristics and a solid record of success as demonstrated in the following:

- Character, integrity, forthrightness and fairness;
- Leadership of professional health care organizations;
- Excellent written and verbal skills, first listening and learning and then informing and motivating;
- Strategic planning and the systematic execution and monitoring of results;
- Working with diverse groups, including both internal and external constituencies;
- Managing in a climate of evolving change in health care delivery and management;
- Support of affirmative action and equal opportunity;
- Experience in leading an organization through transition;
- Orientation to teams (on micro level within the UIHC and on macro levels with the health sciences colleges, the University, the region and entire state and health care at large);
- Inclusive of the views/energies/sense of "ownership" of others;
- Instinctively uses conciliation, consensus - building and mediation; and
- Achieves "win-win" outcomes.

The successful candidate will lead by example, will be a person of stature, will be thoroughly professional, will be charismatic, will be appropriately assertive, decisive, courageous and steadfast (without being obdurate).

In management style, the successful candidate will be accessible, gather to her/his team strongly capable people who are complementary, set high goals and standards, delegate/empower and hold others appropriately accountable.